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Bureau of Industrial  
Research

Courses in employment  
administration

[New York]

[1919]

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# Courses in Employment Administration

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Offered by

The Bureau of Industrial Research

in cooperation with

The New School for Social Research

and the

Training School for Public Service

of the

Bureau of Municipal Research

308

N

Box 495

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*October 1919 to June 1920*

# Courses in Employment Administration

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Offered by  
The Bureau of Industrial Research  
in cooperation with  
The New School for Social Research  
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Training School for Public Service  
of the  
Bureau of Municipal Research

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*October 1919 to June 1920*

THE BUREAU OF INDUSTRIAL RESEARCH has been organized to promote sound human relationships in industry. In addition to the courses in Employment Administration herein described, the Bureau offers expert industrial counsel and technical assistance to employers and trade union executives. Its Research Department maintains a library of current information covering the field of industrial relations from which it is prepared to supply documentary and statistical data at moderate cost to individuals, corporations, labor organizations and the press.

ROBERT W. BRUËRE, *Director*

HERBERT CROLY, *Treasurer*

ORDWAY TEAD

LEONARD OUTHWAITE

HENRY C. METCALF

KARL G. KARSTEN

P. SARGANT FLORENCE

MARY D. BLANKENHORN

For further information address:

THE BUREAU OF INDUSTRIAL RESEARCH

**289 Fourth Ave.**, NEW YORK CITY

(Telephone: Chelsea 4940)

COURSES IN EMPLOYMENT  
ADMINISTRATION  
Offered by  
THE BUREAU OF INDUSTRIAL  
RESEARCH  
in cooperation with  
The New School for Social Research  
and the  
Training School for Public Service  
of the  
Bureau of Municipal Research

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Under the direction of  
HENRY C. METCALF, Ph.D.  
ORDWAY TEAD, A.B.  
P. SARGANT FLORENCE, Ph.D.  
WILLIAM E. MOSHER, Ph.D.

*Special Lecturers*  
ROBERT W. BRUÈRE  
Director, Bureau of Industrial Research  
Special Lecturer on Trade Unionism

JOHN A. FITCH  
New York School of Social Work

ERWIN H. SCHELL  
Professor of Business Organization and  
Administration, Massachusetts Institute  
of Technology

Special lecturer on Business Organization

Application for membership in courses on Employment Administration  
should be made, preferably in person, to Mr. Metcalf, Mr. Tead or Mr.  
Mosher at the Bureau.

## Courses in Employment Administration

### I. EIGHT WEEKS' INTENSIVE COURSE

The intensive eight weeks' course on problems and methods of employment administration is planned to meet the needs both of personnel administrators and executives in private industry who are able to get a short leave of absence from plant responsibilities, and of those employed in branches of government service involving any phase of the labor problem. It deals intensively with the organization and functions of the personnel department; with such practical problems as right physical working conditions, the selection, placement and training of workers, employees' organizations, collective bargaining methods and incentives and rewards. Special consideration is given to the technique of factory analysis through the labor audit and job analysis. To develop a rounded conception of the work of the personnel executive, special lecturers are invited to discuss the problems of industrial organization and management, industrial statistics, trade unionism, labor legislation and the relation of industry to the community and the state.

The work is carried on through daily lectures by the directors, frequent lectures by outside experts, supplemented by extensive assigned readings, plant visits and regular class discussions. At least one-half day a week is devoted to factory visits. A thesis on an assigned subject is required of every student. Students who complete the course to the satisfaction of the directors are given a Certificate of Employment Administration.

*Qualifications:* Admission is at the discretion of the directors of the course. Previous professional experience or present employment in personnel work is a prerequisite.

*Number:* The course is limited to thirty students.

*Time:* October 6 to November 29, 1919;  
January 5 to February 28, 1920;  
March 29 to May 22, 1920.

The work requires full time with lecture sessions from 9:00 a.m. to 11:00 a.m., and from 2:00 p.m. to 3:30 p.m.

**289 Fourth Ave.**  
*Place:* Bureau of Industrial Research, 405 West Twenty-third Street, New York City.

*Fee:* The fee for the course is \$100.00, payable in advance. Students should plan to invest at least \$25.00 in necessary books and traveling expenses incident to plant visits. Scholarships covering the amount of tuition are available for a limited number of specially qualified students.

### II. SEMINAR ON PROBLEMS OF PERSONNEL ADMINISTRATION

This course is designed for those who are professionally engaged in employment administration. Special attention is given to concrete employment problems which confront members of the course in their active work. Intensive study is directed to problems of job analysis, selection, job instruction, executives' training and placement, foremanship, shop committees, collective bargaining and payment plans.

*Qualifications:* Admission is at the discretion of the directors. The intensive course on Employment Administration or its equivalent is a prerequisite.

*Number:* The course is limited to fifteen students.

*Time:* October 8, 1919, to May 12, 1920; 30 weeks. Sessions from 4:00 p.m. to 6:30 p.m. once a week on Wednesdays.

*Place:* Room 905, 261 Broadway, New York City.

*Fee:* The fee for the course is \$100.00 payable in advance.

### III. FULL YEAR GRADUATE COURSE IN EMPLOYMENT ADMINISTRATION

This is a full time course for college graduates who plan to engage professionally in employment administration in industry or in public service. The time is divided between class-room instruction, special lectures, assigned reading and practical work in factory, store or office. Two periods a week throughout the year are devoted to the principles, technique and procedure of employment administration. In the first semester two periods a week each will be devoted to courses on business organization, problems in vocational and social psychology and industrial health. In the second semester two periods a week each will be devoted to the study of problems of labor organization, the relations between government and industry and industrial statistics.

Students planning to undertake personnel work in public service and public utilities will have special lectures dealing with conditions and problems in these fields as well as opportunity for direct observation and practice work in the direction of their special interests.

*Qualifications:* Admission is at the discretion of the directors, preferably after personal conference. A college diploma or its equivalent is a prerequisite. Students must give evidence of an adequate knowledge of elementary economics, statistics and industrial history.

*Time:* October 1, 1919, to June 1, 1920.

*Place:* Bureau of Industrial Research, 265 West Thirty-fourth Street, New York City.

*Fee:* The fee for the course is \$100.00; payable one half on October 1, 1919, and the other half on February 1, 1920. Scholarships covering tuition and \$300.00 are available for a limited number of specially qualified students. It is hoped that some if not all of the factory work will be done on a salary basis.

#### IV. PROBLEMS OF TRADE UNION ADMINISTRATION AND DEVELOPMENT

This course is designed primarily for trade union executives. It will consider the achievements of trade unions to the present time, the problems of internal trade union organization, and the problems of public policy that confront trade unions. Special consideration will be given to legislation and court decisions affecting labor, to labor's political activity and to such programs for the nationalization of basic industries as those recently proposed by the Railway Brotherhoods and the United Mine Workers of America.

*Qualifications:* Admission is at the discretion of the directors. Preference is given to applicants who are active trade unionists.

*Time:* October 7, 1919, to April 16, 1920; 25 weeks from 7:30 p.m. to 9:00 p.m.

*Place:* Bureau of Industrial Research, 265 West Thirty-fourth Street, New York City.

*Fee:* The fee for the course is \$25.00; payable one half October 9, the other half on February 6, 1920.

Scholarships covering the amount of tuition are available for a limited number of students.

#### V. ADVANCED COURSE FOR EXAMINERS IN PUBLIC EMPLOYMENT SERVICE

This course is planned for those who have already had some experience in the employment service. Its aim will be to provide a better acquaintance with accepted methods of selection, trade and intelligence tests, job analysis, plant survey, etc. In order to make the work as practical as possible, the number admitted will be limited to twelve or fifteen; it will then be feasible for the whole group to make plant visits for the purpose of direct field observation and criticism. Such "laboratory" experience should contribute materially toward the development of a standard procedure which adapts personnel practices to the uses of the employment service.

*Time:* October 9, 1919, to February 5, 1920; 14 meetings from 4:30 p.m. to 6:00 p.m.

*Place:* Bureau of Municipal Research, 261 Broadway, New York City.

*Fee:* The fee for the course is \$10, payable one half October 9, the other half on December 1.

#### VI. COURSE IN VOCATIONAL GUIDANCE—Mr. Russell H. Allen

This course will deal with the organization, methods and principles involved in assisting persons "to choose, prepare for, enter and make progress in occupations." Lectures and conferences will be conducted by persons of recognized leadership and achievement in the field of vocational guidance covering such problems as the adaptation of educational organization and processes for purposes of vocational guidance; the use and significance of psychological and trade tests and job analyses; the cooperation of organizations of employees and employers; methods of public and private employment administration; the coordination of community agencies (public and private) engaged in vocational guidance or placement; methods of collecting and using such available educational, commercial and industrial information as bears upon vocational guidance.

The course will consist of a series of conferences in which opportunity will be given members to study and report upon special problems.

*Qualifications:* Membership will be confined to those who have had special training or experience in vocational guidance. Admission will be at the discretion of the director.

*Time:* Two hours each week for twelve weeks, beginning October 1, 1919.

*Place:* Bureau of Municipal Research, 261 Broadway, New York City.

*Fee:* The fee for the course is \$15.00, payable in advance.

Courses Offered  
by  
The Bureau of Industrial Research  
in  
The New School for Social Research

ADMINISTRATION OF HUMAN RELATIONS IN INDUSTRY—

Mr. Henry C. Metcalf

This course combines lectures and discussions with assigned readings. It aims to give the student a knowledge of the major problems, accepted practices and necessary point of view for the sound conduct of industrial relations.

Special consideration is given to the following subjects: the human element in industry; organization and functions of the personnel department; the relation of the personnel department to finance, production and sales; sources and channels of labor supply; interview and selection of workers; introduction to plant; standards of working conditions; industrial health and safety; fatigue; women in industry; absenteeism and tardiness; selection and training of personnel executives; training of rank and file for continuous personal initiative; job analysis; employees organizations; work incentives and wage payment methods; profit sharing and industrial partnership plans; shop committees and methods of handling grievances; labor and scientific management; collective bargaining; labor turnover; the problem of industrial unrest and industrial security; the need of a new industrial outlook—the democratization of industrial processes.

*Time:* Thursday, October 9, 1919, to April 15, 1920; 25 weeks from 7:30 p.m. to 9:00 p.m.

*Place:* New School for Social Research, 465 West Twenty-third Street, New York City.

*Fee:* The fee for the course is \$40.00.

THE PSYCHOLOGY OF THE LABOR PROBLEM—

Mr. Ordway Tead

This course deals with the psychological aspects of the labor problem. The history and structure of modern industry are considered in relation to their influence on human nature. Industrial unrest and the present economic and political demands of the manual workers are analyzed in terms of modern behavioristic psychology. Consideration is also given to various labor reconstruction programs from the point of view of the human nature criterion.

*Time:* October 7, 1919, to December 23, 1919; 12 weeks from 4:00 p.m. to 6:00 p.m.

*Place:* New School for Social Research, 465 West Twenty-third Street, New York City.

*Fee:* The fee for this course is \$20.00.

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MODERN TRADE UNIONISM—

Mr. Robert W. Bruère

This course deals with the structure and public policies of contemporary labor organizations. Special attention is given to the American Federation of Labor and its constituent bodies; to the Railway Brotherhoods; to the Industrial Workers of the World; to the Independent Labor Party movement; and to the recent proposals of railwaymen and the coal miners looking to the nationalization of the railroads and mines. The course includes a review of current industrial developments in Europe, more particularly in England. Special lectures will be given by representative labor leaders and employers of labor.

*Time:* October 9, 1919, to April 15, 1920; 25 weeks.

*Place:* New School for Social Research, 465 West Twenty-third Street, New York City.

*Fee:* The fee for the course is \$40.

## M E M B E R S

1918-1919

### Courses in Employment Administration

Harry Lee Ames..... Independence Bureau, Philadelphia, Pa.  
Edna Baruch..... Brooklyn, N. Y.  
Esther Berlowitz..... Milwaukee, Wis.  
Mrs. Lee Bernheim..... New York City.  
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Employment Service, District No. 2.  
George W. Bowie..... American Car & Foundry Co., Detroit, Mich.  
Dorothy A. Cannon..... New Haven, Conn.  
Mary Caplan..... Baltimore, Md.  
Thomas Cousins..... Passaic Cotton Mills, Passaic, N. J.  
William E. Dowling..... New York City.  
Louis Englander..... Working Conditions Service, U. S. Department of Labor,  
Washington, D. C.  
Mrs. Mary L. L. Fahr..... Continental Mills, Inc., Philadelphia, Pa.  
Eleanor K. Folz..... New York City.  
Ella Frankfurter..... Cambridge, Mass.  
Eva Garson..... U. S. Employment Service, New York City.  
Elbridge H. Green..... Bridgeport, Conn.  
Ethel E. Hanks..... Director of Housing Dept., Central Branch Y. W. C. A.,  
New York City.  
Harry T. Harper..... Tennessee Copper Co., Copperhill, Tenn.  
Edmund J. M. Herd..... Odorless Refrigerator Co., Chattanooga, Tenn.  
H. M. Herron..... Texas Oil Co., Bayonne, N. J.  
Ernest F. Holway..... New York City.  
James A. Howard..... Loose-Wiles Biscuit Co., Long Island City, N. Y.  
Herb Campbell Hoyt..... General Electric Co., Schenectady, N. Y.  
Archibald Hughes..... Yonkers, N. Y.  
Cyrus J. Janover..... Jewish Welfare Board, New York City.  
Rall Reno Javens..... A. M. Collins Manufacturing Co., Philadelphia, Pa.  
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William R. Julius..... Sennet-Solvay Co., Ashland, Ky.  
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Joseph Lowe..... Jewish Welfare Board, New York City.  
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stro Union, Petrograd, Russia.  
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George Stein..... N. Y. Typographical Union No. 6.  
George Lester Stone..... New York City.  
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William H. Truax..... Yale & Towne Manufacturing Co., Stamford, Conn.  
Richard Van Buskirk..... New York City.  
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W. E. Wickenden..... Western Electric Co., New York City.  
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